

City of Adelaide

Placemaking Strategy

Stage 1 - 2013-14 & 2014-15



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What is the Placemaking Strategy?

The Placemaking Strategy provides the overarching framework to support the creation of 'One City, Many Places'. The first stage of this strategy identifies the placemaking outcomes that will be achieved for the City and the centrepiece initiatives that will be progressed over the next two years

The Placemaking Strategy provides a platform for us to work together with the people of Adelaide in new and more sustainable ways.

The first stage of this strategy will be implemented over a two year timeframe and has been informed by the *City of Adelaide Strategic Plan 2012-16*, *City of Adelaide Smart Move Strategy* as well as the *30 Year Plan for Greater Adelaide* and other State Government planning strategies.

Placemaking by its very nature is dynamic and iterative, likewise the Placemaking Strategy will continually evolve and adapt to changes and agreed priorities over this two year timeframe. This strategy will also link to the *Adelaide 2050 Plan*, once developed.

This strategy was developed to support Council's Strategic Plan 'One City, Many Places' and the Corporation's Plan 'One City, One Team'. These Plans have ambitious visions that we cannot achieve on our own. We need the effort, energy and expertise of the people of Adelaide to bring this to reality.

Development of this strategy involved research of current and future trends in placemaking in Australia and overseas and also drew on considerable consultation with internal and external stakeholders.

Why have a Placemaking Strategy?

- We want to enhance Adelaide's reputation as one of the world's great small cities
- The greatest cities in the world are full of many unique districts and great places with strong individual character
- Spaces only become great places if people use them
- Those who use a place are often in the best position to know what a place should look and feel like. We believe they should have input into the way places are planned, funding is allocated and services are provided
- The only sustainable way for us to achieve our Strategic Plan is for Council, the Administration and the people of Adelaide to work together around our joint passion for place

Our Guiding Principles

The following principles will guide how we implement our placemaking strategy over the next two years

- 1. Our Focus** – we develop place-based and community-specific plans, which relate to and support the *Adelaide 2050 Plan* and other City-wide policies and strategies
- 2. Our Service** – we listen to the people of Adelaide, understand their expectations and work with them to respond to these needs
- 3. Our Openness** – we value and facilitate involvement in what we do, which includes making information about our policies, plans and decisions easy to access
- 4. Our Approach** - we work with the people of Adelaide to build place leadership, entrepreneurship and innovation to achieve positive outcomes for them and the City as a whole
- 5. Our Stewardship** – we ensure all expenditure and the management of assets provides value for money and grows community wealth now and into the future
- 6. Our Sustainability** – we ensure our actions do not compromise the ability of future generations to achieve appropriate economic, social and environmental outcomes for the City

Our Purpose & Aspirations

Over the next two years we will move towards our goal of 'One City, Many Places'. Council, the Administration and the community will work together as one team around our joint passion for place to realise this goal

People want Adelaide to become more vibrant, a place where more people want to spend more time. Like all the great cities of the world, we believe this involves creating a series of well planned, connected and unique districts that have a collection of places with distinct characters and styles.

For us it is about creating great places with people. Great places for living and for community life to flourish. Great places for businesses to start up and grow. Great places for knowledge and creativity to build. Ultimately it's about creating places for all types of people; places that are vibrant and boast a strong sense of community ownership that are sustained by the strong place attachment of place users.

We believe these aspirations are best achieved by adopting a placemaking approach. This means looking at, listening to and asking questions of the people who live, work and play in a district or place to discover their needs and aspirations and developing and implementing solutions as well as resolving conflicts over the use of public space together.

Placemaking complements and enhances Council's traditional role as the City Government and will relate to the *Adelaide 2050 Plan* (once developed) and other Council policies and strategies.

To achieve our aspirations, we have identified three key outcomes to be achieved by our Placemaking Strategy:

- **Empowered communities and strong partnerships** through improved place governance
- **Unique districts and places** that attract people and create attachment to the City through placemaking
- **Best practice organisation** through better governance

We will lead, partner, facilitate, enable and co-create with the community, businesses and individuals to deliver these outcomes.



Benefits of placemaking

- Placemaking builds capacity, capability and resilience.
- It is a sustainable approach.
- Placemaking is a multi-faceted, holistic approach that connects the concept of liveability, productivity and sustainability to the specific places used by people.
- It is a conscious objective to create productive and sustainable public living spaces that promote people's health, happiness and wellbeing, today and in the future.
- Importantly placemaking focusses on customer experience and interactive relationships. It allows and encourages more active involvement from the community.

Placemaking Strategy

at a Glance

Over the next two years we will move towards our goal of ‘One City, Many Places’. Council, the Administration and the community will work together as one team around our joint passion for place to realise this goal

Strategy Outcomes	Empowered communities and strong partnerships through improved place governance	Unique districts and places that attract people and create attachment to the City are created through placemaking	Best practice organisation through better governance
What does this mean	Inclusive and open governance arrangements encourage Adelaide community, businesses and interest groups to work with us to produce positive outcomes for each party and the City, district or place	We work with a broad range of people to create unique districts and places that attract more people to spend more time in the City	We are seen as a high-performing benchmark organisation that works collaboratively with others to build our own and our communities’ capability, capacity and resilience
Council’s Role	Enable	Facilitate & Co-create	Lead & Facilitate
Strategies	<ul style="list-style-type: none"> Inclusive governance arrangements at a City, district and place level Stronger community, business and government partnerships 	<ul style="list-style-type: none"> Develop a shared understanding of current districts and places Co-create new visions for districts and places Develop and implement solutions and resolve conflicts together 	<ul style="list-style-type: none"> Build talent and place leadership Benchmark against others Share knowledge and expertise
Measures of Success	<ul style="list-style-type: none"> A well resourced and inclusive model for district and place governance Levels of co-contribution and participation increase 	<ul style="list-style-type: none"> Increase in sustainability of our City (City Scorecard measures) Increase in the sustainability of a particular district or particular places (as measured through the Place Capital Inventory) 	<ul style="list-style-type: none"> Community, business and industry groups tell us we are easy to do business with and want to partner and share knowledge with us (through our Partner Survey) Staff tell us they are inspired and understand where Council is heading and feel they are making a difference to our City (through our Culture Survey)
Key Initiatives	<ul style="list-style-type: none"> District Plans Place Pilots Precinct and Resident Group Support 		
Related Projects	<ul style="list-style-type: none"> Development and Structure Plans; Jan Gehl Initiatives; Public Realm Incentive Scheme; Urban Design Framework; City Activation; Public Art; Residential Street Development Program; Asset Management programs generally; Innovation Strategy; Digital Strategy; Customer Experience Strategy; Financial Transformation Program; Organisational Culture; People Strategy; Prosperous City Strategy; Residential Strategy; Retail Strategy and Evening and Late Night Economy Strategy 		

Placemaking

In Context



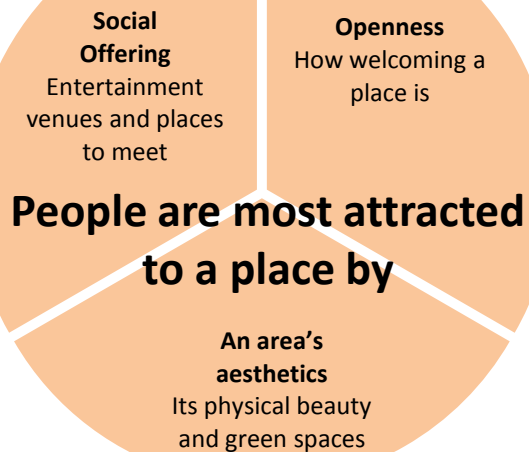
Placemaking is a well established concept 1960s / 1970s

Place is Powerful

Love of place is a great equalizer and mobilizer



Placemaking is multi-disciplinary



Living Standard Value
Output Expenditure Income
Domestic Gross
GDP Product

GDP growth is highest in communities with the greatest % of attached residents

Sources:
Dr Katherine Loflin
Sunshine Coast Council
Project for Public Spaces

Outcome 1 Empowered Communities & Strong Partnerships

through improved place governance

Inclusive and open governance arrangements encourage the Adelaide community, businesses and interest groups to work with us to produce positive outcomes for each party and the City, district or place

OUR AIM

- The people who use a district or place are involved in shaping what it looks and feels like
- The energy, expertise and resources of those who use a district or place is brought to the table in decision making
- In the longer term, community takes the lead in finding and resourcing solutions that work for them.

CONTEXT

- We have well established Precinct and Resident Groups that have provided a good service to their respective communities over a number of years
- In recent times, we have established a Rundle Mall Management Authority and a Central Market Authority to support the management of particular places within the City
- While these groups are incredibly valuable, by their very nature they do not capture all of those who use a district or place
- For placemaking to be successful, it is essential that the energy, expertise and resources of a broad range of district and places users is brought to the table
- For community to take the lead in finding and resourcing solutions that work for them, Council needs to ensure it has structures and processes in place that enable this to occur.

Outcome 1 Empowered Communities & Strong Partnerships

through improved place governance

Inclusive and open governance arrangements encourage the Adelaide community, businesses and interest groups to work with us to produce positive outcomes for each party and the city, district or place

STRATEGIES

- **Inclusive governance arrangements at a City, district and place level**
We implement new governance arrangements which ensure all district and place users are able to contribute their energy, expertise and resources
- **Stronger community, business and government partnerships**
We support communities and businesses to develop and resource solutions that work for them and the district or place. We provide resources when this furthers existing opportunities.

OUR MEASURES OF SUCCESS

A well resourced and inclusive model for district and place governance

Levels of co-contribution and participation increase

Outcome 2 Unique Districts & Places

that attract people and create attachment to the City through placemaking

We work with a broad range of people to create unique districts and places that attract more people to spend more time in the City

OUR AIM

- Adelaide is a City full of unique districts and places
- More people are attracted to spend more time in the City
- Adelaide's reputation as one of the world's great small cities is enhanced.

CONTEXT

- All the world's great cities are renowned for having unique districts and places where people can have a variety of experiences
- Adelaide has a number of districts and places that have emerged throughout the years
- We have always recognised these but have often only responded to a single element of the place, eg the physical element
- There are some parts of the City people are already very attached to eg Central Market. There are other parts of the City where this is less so
- People can have a variety of experiences if they live, visit, work or play in Adelaide but it is not as diverse as it could be
- Those who use a district or place are often in the best position to know what is required to make it even better.

Outcome 2 Unique Districts & Places

that attract people and create attachment to the city through placemaking

We work with a broad range of people to create unique districts and places that attract more people to spend more time in the City

STRATEGIES

- **Develop a shared understanding of current districts and places**
Working with district and place users, together we will develop an understanding of what the district / place looks and feels like now and how sustainable it is by using our Place Capital Inventory
- **Co-create new visions for districts and places**
We will facilitate district and place users coming together and help them create a future vision for the district / place
- **Develop and implement solutions and resolve conflicts together**
We will work with district and place users and support them to bring their energy, resources and expertise to the table and work together to resolve conflicts as they arise to create unique districts and places

MEASURES OF SUCCESS

- Increase in sustainability of our City (City Scorecard measures)
- Increase in the sustainability of a particular district and places (as measured through the Place Capital Inventory)

Outcome 3 Best practice organisation

through better governance

We are seen as a high-performing benchmark organisation that works collaboratively with others to build our own and our communities' capability, capacity and resilience

OUR AIM

- We help build the place governance and leadership capacity of our community so they can take the lead in finding and resourcing solutions that work for them
- We build our own internal capability and capacity and are considered a responsive, agile, flexible organisation focussed on delivering public value
- Adelaide is a leading City on the national and global stages.

CONTEXT

- Over the past few years we have been moving towards a placemaking approach
- Placemaking is a very different way of operating. It requires different skills and ways of working
- We need to build our own and the communities' capacity and capability for placemaking to be truly successful. We also need to continue to review our approach against local and international best practice to help evolve our placemaking efforts
- We are well on our way to being considered a best practice placemaking organisation. We have already won awards for our efforts to date and others are now using many of our approaches as a benchmark.

Outcome 3 Best practice organisation through better governance

We are seen as a high-performing benchmark organisation that works collaboratively with others to build our own and our communities' capability and capacity

STRATEGIES

- **Build talent and place leadership**
Implement a governance structure and resources to build our own internal as well as community capability and capacity
- **Benchmark against others**
We will benchmark our approach against others at the local, national and international level to evolve our placemaking strategy
- **Share knowledge & expertise**
Our approaches are used by others as a benchmark. They ask us to provide our services and expertise to them on a fee-for-service basis.

MEASURES OF SUCCESS

- Community, business and industry groups tell us we are easy to do business with and want to partner and share knowledge with us (through our Partner Survey)
- Staff tell us they are inspired and understand where Council is heading and feel they are making a difference to our City (through our Culture Survey)

Our City, districts & places at a glance



Our City

The local government area, bounded by the Adelaide Park Lands, governed by the Adelaide City Council



Our Districts

Are physical locations containing places with similar characteristics or places complementary to each other. They are a geographic area where it makes sense to plan the implementation of actions and initiatives across several places



Our Places

Are physical locations within the city. Place boundaries may be natural geographic points or where there is a commonality and density of human activity or experience in a particular location.

12 Unique Districts, full of many great places

At a glance



WORKING DRAFT

The Adelaide Park Lands have deliberately not been added to a District at this point. The interfaces of each District and the Park Lands, and the Park Lands and surrounding Councils will be tested as part of this new way of working

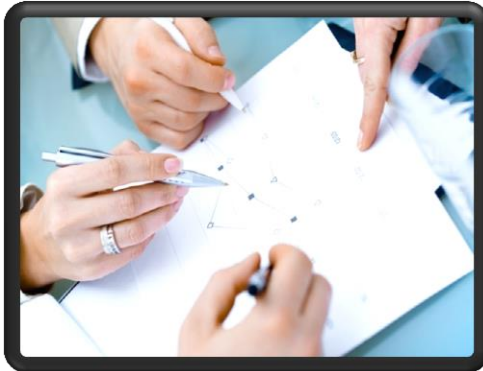
Centrepiece Initiatives

Place Pilots, District Plans and Single Point of Contact for Place Users & Managers including Existing Precinct and Resident Groups

Three initiatives are the centrepiece of our Placemaking Strategy



Three place pilots



Three District Plans



Single Point of Contact for Place Users & Managers including existing Precinct and Resident Groups

Centrepiece Initiatives

District Plans

New West, Mid West and Market District Plans will be created over the next two years with District Users and Place Managers

- The District Plans will:
 - Articulate what is happening in these districts now
 - Create a new vision for these districts
 - Identify the unique combination of places and their characteristics that define these districts now and into the future
 - Set out a prioritised series of strategies to achieve the new vision for the district based on the capacity and capability of the district community
 - Set out a future governance and district management model
 - Test how two neighbouring districts relate to each other and how place plans relate to district plans through place pilots
- During the two year period there may be opportunities to create other district plans and these will be progressed as they arise.



Centrepiece Initiatives

Place Pilots

Three place pilots will be undertaken by Council over the next two years in Melbourne Street, Topham, Bentham, Pitt & Waymouth Streets and Hindley Street / West End

- These Place Pilots will test our placemaking approach. Specifically they will:
 - Explore the current value of the place and desired identity
 - Establish co-created vision for the place through deep engagement
 - Experiment with new ways of operating by testing and trialling using temporary approaches similar to Splash Adelaide
 - Implementing place strategies to support the place vision in conjunction with partners and place users
 - Establish agreed place governance mechanisms with the community
 - Guide existing projects and services
- During the two year period there may be opportunities to undertake other place pilots and these will be progressed as they arise.



Melbourne Street



Topham, Bentham, Pitt & Waymouth Streets



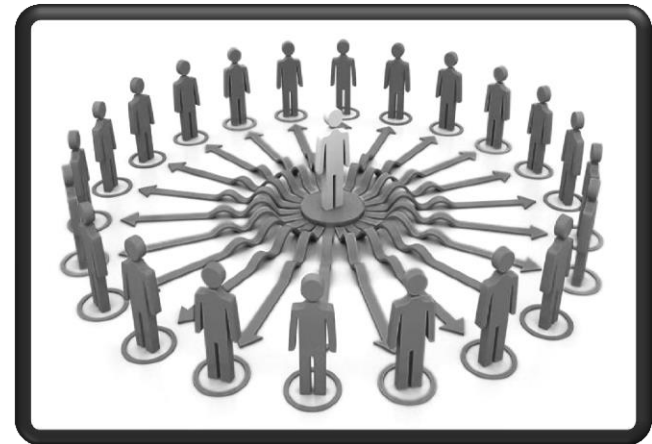
Hindley Street / West End

Centrepiece Initiatives

Single Point of Contact for Place Users & Managers including Existing Precinct and Resident Groups

Over the next two years a single point of contact will be provided to support place users and managers including existing Precinct and Resident Groups

- We will provide each area of the City with a Place Facilitator who will act as a single point of contact to support place users and managers including existing Precinct and Resident Groups, to resolve issues and progress ideas
- Existing Precinct and Resident Groups will be involved in regular workshops with us to ensure their ideas and input are included into the placemaking strategy, district plans and place pilots as these are rolled out.



Single Point of Contact for Place Users & Managers including existing Precinct and Resident Groups

Links

to other projects

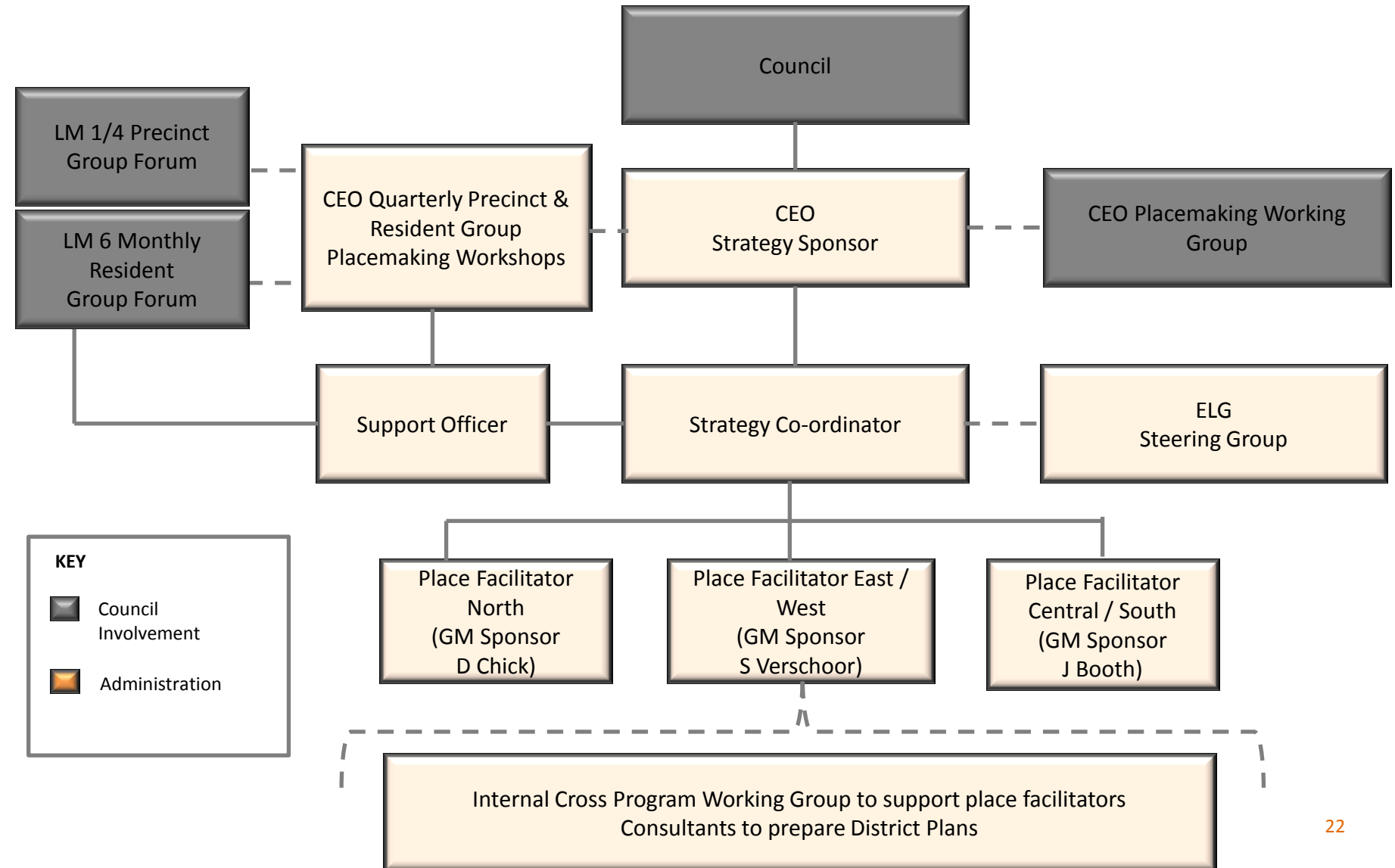
This placemaking strategy and centrepiece initiatives will link to, inform and be supported by a range of other projects and services provided by the organisation



Illustrative only - there are many other related projects as outlined on page 7 of this strategy

Implementing the Strategy

A new governance structure will be used to implement the Placemaking strategy



How can I get involved?

There will be lots of ways for you to get involved with those districts and places you are passionate about.

Keep up-to-date with what's happening...



www.adelaidecitycouncil.com



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